Federal Aviation Administration

National Airspace System

Capital Investment Plan

Appendix A

Fiscal Years 2005 – 2009

APPENDIX A

GOAL MATRIX

This year's, Capital Investment Plan (CIP) projects have been connected to the goals, objectives and performance targets in the Federal Aviation Administration (FAA) Flight Plan 2004-2008. As such, Appendix A has been revised to reflect the alignment of projects with FAA goals and objectives consistent with the new FAA Flight Plan 2004-2008. In general, many FAA capital investments will contribute to more than one, goal, objective and performance target, Appendix A will reflect an alignment of that project to the goal, objective and performance target(s) where its contribution is most significant. CIP projects with Fiscal Year (FY) 2005 funding are included in this Appendix.

For ease of clarification, the following definitions are provided a general description of the structure of the FAA Flight Plan 2004-2008 and a systematic way to relate the objectives and performance targets to projects in the CIP.

STRATEGIC GOAL

A general statement of the broad agency purpose in carrying out its mission, such as: "Achieve the lowest possible accident rate and constantly improve safety."

OBJECTIVE

A statement of a specific emphasis area that will contribute to the overall goal, such as: "Reduce the commercial airline accident rate."

PERFORMANCE TARGET

A quantifiable measure of the improvement in a goal area that sets a target for specific improvements in outcomes that affect FAA customers, such as: "Reduce airline fatal accident rate by 80 percent from the 1994-1996 baseline by 2007 and maintain the low rate in FY 2008 and beyond."

1. STRATEGIC GOAL: INCREASED SAFETY

FAA Strategic Goal: Achieve the lowest possible accident rate and constantly improve safety.

- **FAA Objective 1:** Reduce the commercial airline fatal accident rate.
  - **FAA Performance Target:** Reduce airline fatal accident rate by 80 percent from the 1994-1996 baseline by FY 2007 and maintain this low rate in FY 2008 and beyond.

FY 2005 BLI	CIP #	CIP Name
1A02B	W03.03-01	Terminal Doppler Weather Radar (TDWR) – Service Life Extension Program
1A05A	A17.00-00	Aviation Safety Analysis System (ASAS)
1C01J	M42.01-00	Safer Skies
1C01M	M34.01-00	Airport Technology - ATDP
1C02A	M12.00-00	Aircraft and Related Equipment Program
1C02C	M12.01-02	Aircraft Related Equipment – Simulator Replacement – Airbus Simulator
1C03A	M24.00-00	National Aviation Safety Data Analysis Center (NASDAC)
3A04A	N04.03-00	Visual Navaids – ALSIP Continuation

- **FAA Objective 2:** Reduce the number of fatal accidents in general aviation.
  - **FAA Performance Target:** By FY 2008, reduce the number of general aviation and nonscheduled Part 135 fatal accidents to no more than 325 (from 385, which represents the average number of fatal accidents for the baseline period of 1996-1998).

FY 2005 BLI	CIP #	CIP Name
1B01B	M36.02-00	Safe Flight 21 – Ohio Valley Prototype Project
1B01C	S10.02-00	Automatic Dependent Surveillance Broadcast (ADS-B) – ATDP
1C01H	M35.01-00	General Aviation/Vertical Flight Technology – ATDP
2A12A	C20.03-00	Aeronautical Data Link – Flight Information Service (FIS)
TBD	N12.01-00	Wide Area Augmentation System (WAAS)
4C06A	F05.03-00	AFSS Facilities Sustainment
4C07A	A07.00-00	Operational and Supportability Implementation System (OASIS) for Flight Service Automation System (FSAS)
4C08A	C03.01-00	WMSCR Transition
5A11A	A08.01-00	NOTAMS Infrastructure/Distribution

(continued)

- **FAA Objective 3:** Reduce accidents in Alaska.
  - **FAA Performance Target:** Reduce accidents in Alaska for general aviation and all Part 135 operations by 20 percent by FY 2008 (from the 2000-2002 average of 130 accidents per year to no more than 104 accidents per year).

FY 2005 BLI	CIP #	CIP Name
1B01A	M36.01-00	Safe Flight 21 – Alaska Capstone Initiative

- **FAA Objective 4:** Reduce the risk of runway incursions.
  - **FAA Performance Target:** Reduce the number of most serious runway incursions (Category A and B) at towered airports by at least 48 percent by FY 2008 (from the 2000-2002 baseline average of 52 per year to no more than 27 per year).

FY 2005 BLI	CIP #	CIP Name
1A03A	S09.01-00	Airport Surface Detection Equipment - Model X (ASDE -X)
1A03B	S09.03-01	Airport Surface Detection Equipment - Model 3X (ASDE-3X) – Upgrade ASDE-3 Sites w/Multilateration/ADS-B for Initial 7 sites
1C01B	S09.02-00	Runway Incursion Reduction Program (RIRP) – ATDP

- **FAA Objective 5:** Reduce cabin injuries caused by turbulence.
  - **FAA Performance Target:** Reduce serious injuries from turbulence accidents by 33 percent by FY 2008 (from the FY 1996-2000 average of 18 injuries per year to no more than 12).

FY 2005 BLI	CIP #	CIP Name
None	None	Currently no Facilities & Equipment project supports this Objective and Performance Target in the FY 2005 Budget.

- **FAA Objective 6:** Measure the safety of the U.S. civil aviation industry with a composite index.
  - **FAA Performance Target:** By FY 2006, implement a single, comprehensive index that provides a meaningful measure of the safety performance of the U.S. civil aviation system.

FY 2005 BLI	CIP #	CIP Name
None	None	Currently no Facilities & Equipment project supports this Objective and Performance Target in the FY 2005 Budget.

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- **FAA Objective 7:** Ensure the safety of commercial space launches.
  - **FAA Performance Target 1:** No fatalities or serious injuries to the uninvolved public during the commercial space launch or reentry activities.
  - **FAA Performance Target 2:** No significant damage to property that is not associated with the flight during commercial space launch or reentry activities.

FY 2005 BLI	CIP #	CIP Name
None	None	Currently no Facilities & Equipment project supports this Objective and Performance Target in the FY 2005 Budget.

- **FAA Objective 8:** Enhance the safety of FAA's air traffic systems.
  - **FAA Performance Target 1:** Apply safety risk management to all significant changes in the NAS.
  - **FAA Performance Target 2:** Reduce the number of most serious air traffic control operational errors (Categories A and B) by 15 percent, to no more than 563 by FY 2008.

FY 2005 BLI	CIP #	CIP Name
1C01L	M08.32-01	Safety Analysis and Assessment - ATDP
1C04A	M08.32-02	Safety Management System

***** END OF INCREASE SAFETY STRATEGIC GOAL*****

2. STRATEGIC GOAL: GREATER CAPACITY

FAA Strategic Goal: Work with local governments and airspace users to provide capacity in the U.S. airspace system that meets projected demand in an environmentally sound manner.

- **FAA Objective 1:** Increase airport capacity to meet projected demand.
  - **FAA Performance Target 1:** Achieve an airport arrival efficiency rate of 96 percent at the 35 OEP airports by FY 2008.
  - **FAA Performance Target 2:** Increase the Airport Arrival Capacity at the 35 OEP airports from 50,550 arrivals per day, the 2000-2002 baseline, to at least 53,600 per day by FY 2008.
  - **FAA Performance Target 3:** Open as many as nine new runways, while increasing the annual service volume (ASV) of the 35 OEP airports by at least one percent annually, measured as a five year moving average, through 2008.

FY 2005 BLI	CIP #	CIP Name
1C01C	M08.28-00	System Capacity, Planning, and Improvements – ATDP
1C01D	M08.29-00	Operations Concept Validation – ATDP
1C01E	M08.27-00	NAS Requirements Development
TBD	A04.01-00	Standard Terminal Automation Replacement System (STARS) – Development and Procurement
2A01B	A03.04-01	Terminal Sustainment
2A01C	C20.04-00	Tower Data Link Services
TBD	A04.05-01	Standard Terminal Automation Replacement System (STARS) – Tech Refresh
2A04A	F01.02-00	ATCT/TRACON Establish/Sustain/Replace – ATCT/TRACON Replacement
2A05A	F01.01-00	ATCT/TRACON Establish/Sustain/Replace – ATCT/TRACON Modernization
2A05B	F01.01-01	ATCT/TRACON Establish/Sustain/Replace – STARS Facility Upgrades
2A05C	F02.10-00	Large TRACONs – Advanced Facility Planning
2A06A	S03.02-01	Terminal Radar (ASR) Program – ASR-11- ASR-7/ASR-8 Replacement, DOD Takeover, New Establishments
2A07A	S03.01-01	Terminal Radar (ASR) Program – ASR-9 SLEP
2A08A	S08.00-00	Precision Runway Monitor (PRM)
2A09A	F02.11-01	Large TRACONs – Houston Area Air Traffic System (HAATS)
2A13B	A24.03-00	Free Flight Phase Two (FFP2) – Traffic Management Advisor (TMA) – Single Center
3A03A	N03.01-00	Instrument Landing Systems (ILS)
3A05A	N08.02-00	Runway Visual Range (RVR) – Replacement/Establishment
3A06A	N09.00-00	Distance Measuring Equipment (DME)
3A07A	N04.01-00	Visual Navaids – Visual Navaids for New Qualifiers
3A08A	N04.04-00	Visual Navaids – Sustain, Replace, Relocate

(continued)

- **FAA Objective 1:** Increase airport capacity to meet projected demand.

FY 2005 BLI	CIP #	CIP Name
3A11A	A14.00-00	Instrument Approach Procedures Automation (IAPA)
3A11B	A14.01-00	IAPA - National Aeronautical Charting Office (NACO)
4A02A	C05.02-00	Enhanced Terminal Voice Switch (ETVS)
4A03A	F10.00-00	Airport Cable Loop Systems Sustained Support
4C01A	C14.00-00	Critical Telecommunications Support
4C03A	C06.01-00	Communications Facilities Enhancement – Expansion
4C03C	C06.04-00	Communications Facilities Enhancement – UHF Replacement
4C03B	C06.03-00	Communications Facilities Enhancement – Air/Ground Communications RFI Elimination
5A05A	F04.01-00	DOD/FAA ATC Facility Transfer/Modernization – Original Program
5A08A	F12.00-00	FAA Buildings & Equipment Sustain Support – Modernize/Improve

- **FAA Objective 2:** Make air traffic flow over land and sea more efficient.
  - **FAA Performance Target 1:** Maintain average en route travel times among the eight major metropolitan areas.
  - **FAA Performance Target 2:** Beginning in FY 2005, increase to 80 percent the number of oceanic en route altitude change requests that are granted through the end of FY 2008

FY 2005 BLI	CIP #	CIP Name
1A01A	W02.02-00	Weather Radar Program – NEXRAD Open Systems Upgrades
1A01B	W02.03-01	Medium Intensity Airport Weather System (MIAWS)
TBD	W07.01-00	Integrated Terminal Weather System (ITWS) – ITWS Development/Procurement
1A04B	W07.02-00	Corridor Integrated Weather System (CIWS)
1C01A	M08.28-01	Separation Standards – ATDP
1C01I	M08.28-03	Domestic Reduced Vertical Separation Minima (RVSM) – ATDP
2A02A	S02.03-00	Secondary Surveillance – ATC Beacon Interrogator (ATCBI) Replacement
2A03A	S04.02-03	Long Range Radar (LRR) Program – LRR Improvements – Infrastructure Upgrades/Sustain
2A12B	C20.02-01	Aeronautical Data Link – CPDLC Build 1/1A
2A15A	W01.02-02	Automated Surface Observing System (ASOS) – Pre-Planned Product Improvements (P3I)
2A15B	W01.02-03	Automated Surface Observing System (ASOS) – Standalone Weather Systems
2A15C	W01.02-04	Automated Surface Observing System (ASOS) – Data Displays

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- **FAA Objective 2:** Make air traffic flow over land and sea more efficient.

FY 2005 BLI	CIP #	CIP Name
2B01A	C21.01-01	Next-Generation VHF A/G Communication System (NEXCOM) – Segment 1a
2B01B	C21.01-02	Next-Generation VHF A/G Communication System (NEXCOM) – Segment 1b
2B02A	A01.10-01	En Route Automation Modernization (eRAM)
2B02B	A01.10-02	En Route Automation Modernization (ERAM) – Radar Position Tech Refresh – R Side Upgrades
2B02C	A01.07-01	En Route Enhancements
2B02D	A01.03-00	HOST/Oceanic Computer System Replacement (HOCSR)
2B02E	A01.12-01	En Route Communications Gateway (ECG)
2B02F	A01.09-01	En Route System Modification
2B02G	A01.13-01	En Route Automation Program – Initial Academy Training System (IATS)
2B03A	W04.02-00	Weather and Radar Processor (WARP) – Stage 3 – Sustain Weather Ops
2B03B	W04.03-00	Weather and Radar Processor (WARP) – Tech Refresh/Product Upgrades - Global Weather Information System (GWIS)
3A02A	N06.00-00	Very High Frequency Omni-directional Radio Tactical Air Navigation (VORTAC)
3A09A	A10.03-00	Advanced Technologies and Oceanic Procedures (ATOP)
3A10A	C01.01-01	Voice Switching and Control System (VSCS) – VSCS Control System Upgrade
3A10B	C01.02-01	Voice Switching and Control System (VSCS) – Tech Refresh
4A01A	F25.00-00	Relocate Guam CERAP
4A02B	C05.02-02	Command Center Conference Control System
4B01A	F06.01-00	ARTCC Plant Modernization/Expansion – ARTCC Modernization
4C04A	C23.00-00	Voice Recorder Replacement Program (VRRP)
4C09A	F11.00-00	Power Systems Sustained Support
4C12A	M15.01-00	NAS Spectrum Engineering Management – NAS Spectrum Engineering Sustained Support
4C12B	M15.02-00	NAS Spectrum Engineering Management – Frequency Interference Support/Resolution
5A13A	M17.00-00	Test Equipment Modernization/Replacement

- **FAA Objective 3:** Increase or improve airspace capacity in the eight major metropolitan areas and corridors that most affect total system delay: New York, Philadelphia, Boston, Chicago, Washington/Baltimore, Atlanta, Los Angeles Basin, and San Francisco.
  - **FAA Performance Target:** Achieve an increase in the Airport Arrival Capacity for the eight major metropolitan areas from 21,290 arrivals per day from the 2000-2002 baseline to at least 22,000 per day by 2008.

FY 2005 BLI	CIP #	CIP Name
None	None	Currently no Facilities & Equipment project supports this Objective and Performance Target in the FY 2005 Budget.

- **FAA Objective 4:** Increase on-time performance of scheduled carriers.
  - **FAA Performance Target:** Through FY 2008, increase the percentage of all flights arriving within 15 minutes of schedule at the 35 OEP airports by seven percent, as measured from the three year FY 2000-2002 baseline.

FY 2005 BLI	CIP #	CIP Name
2A13A	A24.02-00	Free Flight Phase Two (FFP2) – User Request Evaluation Tool (URET)
2A13C	A24.04-00	Free Flight Phase Two (FFP2) – Collaborative Decision Making (CDM)
2A14A	A05.01-02	Traffic Flow Management Infrastructure – Current Enhanced Traffic Management System Operations
2A14B	A05.01-06	Traffic Flow Management Infrastructure – Infrastructure Modernization
2A14C	A05.03-06	ATM Functionality Development/Deployment – Departure Spacing Program
5A18A	M08.06-00	Program Support Leases
5A24A	M03.02-00	Center for Advanced Aviation System Development

- **FAA Objective 5:** Address environmental issues associated with capacity enhancements.
  - **FAA Performance Target 1:** Reduce the number of people exposed to significant noise through FY 2008, as measured by a three year moving average, from the three-year average for calendar years 2000-2002.
  - **FAA Performance Target 2:** Improve aviation fuel efficiency per revenue plane-mile by one percent per year through FY 2008, as measured by a three year moving average, from the three year average for calendar years 2000-2002.

FY 2005 BLI	CIP #	CIP Name
None	None	Currently no Facilities & Equipment project supports this Objective and Performance Target in the FY 2005 Budget.

*****END OF GREATER CAPACITY STRATEGIC GOAL*****

3. STRATEGIC GOAL: INTERNATIONAL LEADERSHIP

FAA Strategic Goal: Increase the safety and capacity of the global civil aerospace system in an environmentally sound manner.

- **FAA Objective 1:** Promote improved safety and regulatory oversight in cooperation with bilateral, regional, and multilateral aviation partners.
  - **FAA Performance Target 1:** Provide new or expanded technical assistance and training to 30 key countries or regional authorities.
  - **FAA Performance Target 2:** Conclude new bilateral agreements recognizing safety certification and approval systems with 10 key countries or regional authorities.
  - **FAA Performance Target 3:** Secure a 100 percent increase, over FY 2003 levels, in intellectual and financial assistance for international aviation activities from the U.S. and international government organizations, multilateral banks, and industry.
  - **FAA Performance Target 4:** Support creating at least four new regional aviation authorities or organizations capable of meeting globally accepted safety and efficiency standards.

FY 2005 BLI	CIP #	CIP Name
None	None	Currently no Facilities & Equipment project supports this Objective and Performance Targets in the FY 2005 Budget.

- **FAA Objective 2:** Promote seamless operations around the globe in cooperation with bilateral, regional, and multilateral aviation partners.
  - **FAA Performance Target 1:** Ensure the U.S., ICAO and other international partners implement new techniques and key operational procedures in a consistent and timely manner.
  - **FAA Performance Target 2:** Implement RVSM in the North American Region by January 2005.
  - **FAA Performance Target 3:** Ensure that international environmental standards, recommended practices, and guidance material adopted by ICAO are globally and uniformly applied, reflect the best available technology, provide real environmental benefit and are economically sound.

FY 2005 BLI	CIP #	CIP Name
None	None	Currently no Facilities & Equipment project supports this Objective and Performance Targets in the FY 2005 Budget.

*****END OF INTERNATIONAL LEADERSHIP STRATEGIC GOAL*****

4. STRATEGIC GOAL: ENVIRONMENTAL STEWARDSHIP

DOT Strategic Goal: Reduce pollution and other adverse effects of transportation and transportation facilities.

- **DOT Objective 1:** Adopt transportation policies and promote technologies that reduce or eliminate environmental degradation.

FY 2005 BLI	CIP #	CIP Name
5B01A	F13.03-00	Tower Fire Life Safety
5B01B	F13.03-00	OSHA/Environmental Standards Compliance
5B01E	F13.03-01	NAS Facilities OSHA Environmental Policy Development – AEE
5B02A	F13.01-00	NAS Facilities OSHA & Environmental Standards Compliance – Fuel Storage Tanks
5B03A	F13.02-00	NAS Facilities OSHA & Environmental Standards Compliance – Environmental Cleanup / HAZMAT

*****END OF ENVIRONMENTAL STRATEGIC GOAL*****

5. STRATEGIC GOAL: SECURITY

DOT Strategic Goal: Balance homeland and national security transportation requirements with the mobility needs of the Nation for personal travel and commerce.

- **DOT Objective 1:** Support and implement U.S. security strategies and plans related to transportation.

FY 2005 BLI	CIP #	CIP Name
4C10A	C18.00-00	Command and Control Communications (C3)
5A14A	F24.00-00	Facility Security Risk Management

*****END OF SECURITY STRATEGIC GOAL*****

6. STRATEGIC GOAL: ORGANIZATIONAL EXCELLENCE

FAA Strategic Goal: Ensure the success of the FAA's mission through stronger leadership, a better trained workforce, enhanced cost-control, and improved decision-making based on reliable data.

- **FAA Objective 1:** Make the organization more effective with stronger leadership, increased commitment of individual workers to fulfill organization-wide goals, and a better prepared, better trained, diverse workforce.
  - **FAA Performance Target 1:** Increase Employee Attitude Survey scores in the areas of management effectiveness and accountability by at least five percent.
  - **FAA Performance Target 2:** Directly relate 100 percent of all employee performance plans to FAA strategic goals and their organization's performance plans.
  - **FAA Performance Target 3:** Reduce the time it takes to hire mission critical positions by 20 percent over the FY 2003 baseline.

FY 2005 BLI	CIP #	CIP Name
2C01A	M29.00-00	ATOMS Local Area/Wide Area Network
2C02A	M26.00-00	NAS Management Automation Program (NASMAP)
5A15A	M31.00-00	NAS Information Security – Information Systems Security
5A16A	M10.00-00	Distance Learning

- **FAA Objective 2:** Control costs while delivering quality customer service.
  - **FAA Performance Target 1:** By putting cost controls in place, and having a more efficient, effective workforce, the agency expects to fund at least 75 percent of the currently unfunded portion of the Flight Plan.
  - **FAA Performance Target 2:** Complete the closeout of 100 percent (FY 2001 baseline) of cost reimbursable contracts by the end of FY 2004 and maintain timely closure of future contracts.

FY 2005 BLI	CIP #	CIP Name
4C02A	C26.01-00	FAA Telecommunications Infrastructure (FTI)
4C05A	M07.02-00	NAS Infrastructure Management System (NIMS) – Phase 2
4C11A	F18.00-00	Aeronautical Center Infrastructure Modernization
5A01A/5A02A	F14.00-00	System Support Laboratory Sustained Support
5A03A	F16.00-00	William J. Hughes Technical Center Building and Plant Support
5A10A	F17.00-00	Computer Aided Engineering Graphics (CAEG) Replacement
5A12A	M21.03-00	Logistics Support Systems & Facilities – Asset and Supply Chain Management
5A17A	M03.01-00	System Engineering and Development Support

(continued)

- **FAA Objective 2:** Control costs while delivering quality customer service.

FY 2005 BLI	CIP #	CIP Name
5A19A	M05.00-00	NAS Regional/Center Logistics Support Services
5A20A	F19.00-00	Mike Monroney Aeronautical Center Lease
5A21A	M22.00-00	NAS Implementation Support Contract (NISC)
5A22A	M02.00-00	Technical Support Services Contract
5A23A	M08.14-00	Continued General Support – Resource Tracking Program (RTP)

- **FAA Objective 3:** Make decisions based on reliable data to improve our overall performance and customer satisfaction.
  - **FAA Performance Target 1:** Make sure 80 percent of critical acquisition programs are both on schedule and within 10 percent of budget.
  - **FAA Performance Target 2:** Achieve 90 percent of all performance targets in the Flight Plan.
  - **FAA Performance Target 3:** Increase agency scores on the America Customer Satisfaction Index.
  - **FAA Performance Target 4:** Achieve 90 percent of the milestones for the agency information security plan by 2008.

FY 2005 BLI	CIP #	CIP Name
None	None	Currently no Facilities & Equipment project supports this Objective and Performance Target in the FY 2005 Budget.

*****END OF ORGANIZATIONAL EXCELLENCE STRATEGIC GOAL*****